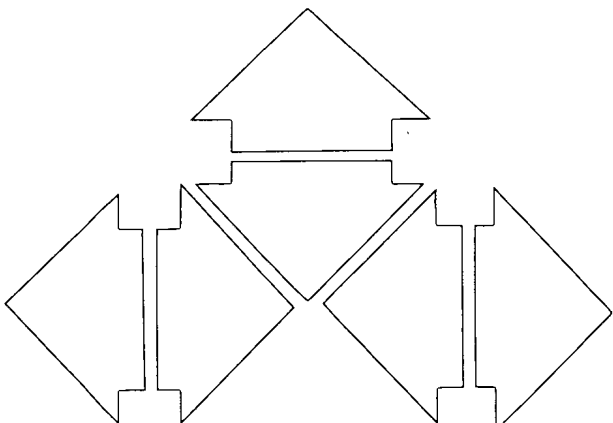


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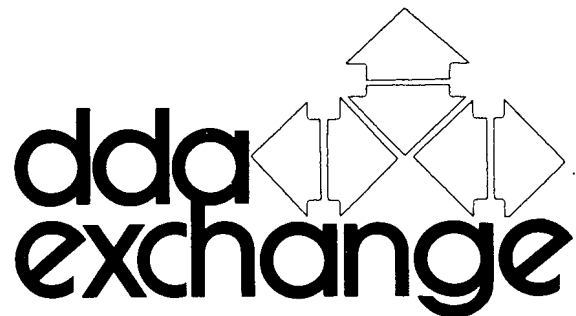
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The rung of a ladder was never meant to rest upon, but only to hold a man's foot long enough to enable him to put the other somewhat higher.

Thomas Huxley

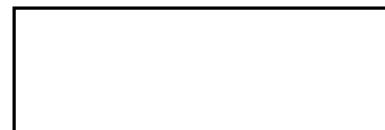
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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION



WARNING NOTICE
Intelligence Sources and Methods Involved

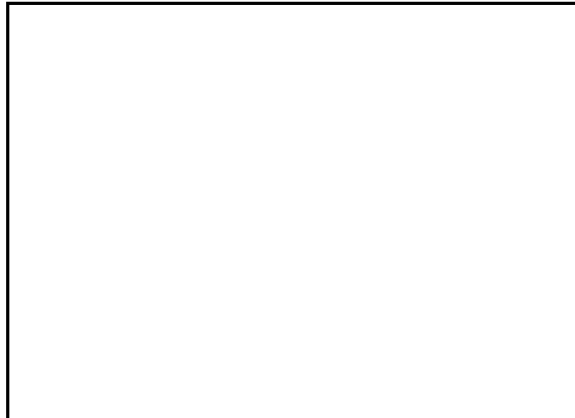
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staff

SENIOR EDITORS



index

COMMENT	4
DIRECTORATE	
DDA Career Awareness Day	8
INNOVATION	
Electronics Aids the Deaf	20
New Recruitment Centers	22
PERFIT	23
FEATURE	
[Redacted]	26
[Redacted]	33
ABOUT DDA	42
PLANNING	
Long-Range Planning—	
The OC Experience	58
Thinking Ahead	60

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VOLUME 4, No. 3

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comment

When we boil it all down, what intelligence amounts to is the processing of information. We collect it, analyze it, and pass it on in sophisticated format to the consumer. ☐

Much of the information we collect is sensitive. The very knowledge that we have obtained it can jeopardize our ability to collect it. The principle seems so simple it hardly needs elaboration. But in recent years the struggle to protect our sources and methods has become more difficult as openness concepts have become enshrined in law. ☐

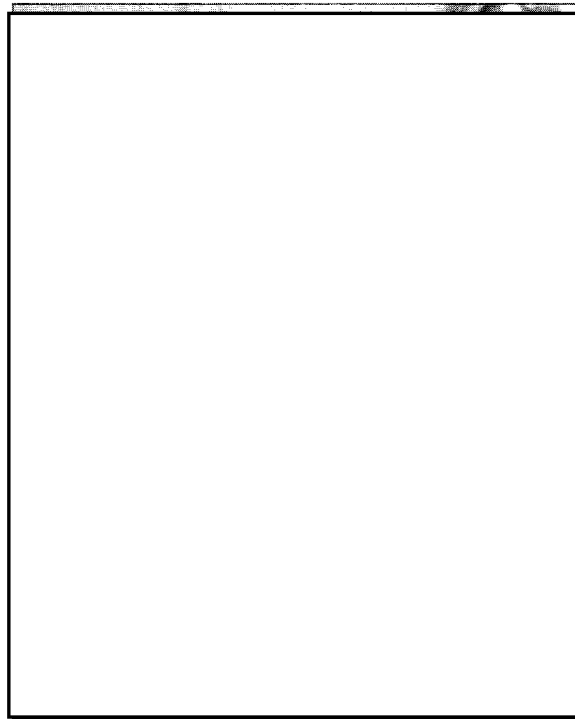
Of course, nobody can take exception to the idea of a more open government. But in the intelligence business where confidentiality is not a means of protecting us from scrutiny but the very essence of our ability to function, such concepts must be applied selectively and with great care. Unfortunately, this was not the case with current Freedom of Information amendments. ☐

Many of you in the DDA deal directly with the Freedom of Information Act and are more familiar than I with the problems it presents. Let me give you a brief status report on our efforts to reshape the legislation to make it more compatible with the realities of intelligence collection and production. ☐

In putting together the 1980 budget, we made what is called the legislative assumption. That is, we allocated some of our position reduction brought about by the Leach Amendment to Freedom of Information functions on the assumption that the Congress would grant some legislative relief. This had the effect of calling the attention of Congress to the problem during appropriations hearings. Under questioning from the Committees we were able to develop our case at some length. This resulted in a separate open session at which I appeared before the House Permanent Select Committee on Intelligence. Another open session is

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Frank C. Carlucci
DDCI

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reportedly being scheduled before the House Government Operations Committee. ☐

In making these presentations, particularly in open session, I have taken great care to emphasize that we in CIA can protect the information provided to us by our sources. There are appropriate exemptions in FOIA which enable us to do this. But the issue is not whether we can protect sensitive information; it is whether others with whom we deal perceive us as being able to protect the information they provide. The unfortunate reality is that, increasingly, those with whom we deal are questioning our ability to protect them. ☐

It is unfair to lay all the responsibility for this at the feet of the Freedom of Information Act, but FOIA has surely become a symbol. For the world in which we must operate, concern is heightened simply by the vast number of newspaper and magazine articles carrying the FOIA label. Sophisticated arguments about exemptions are lost on the agent whose life may be in jeopardy if the

information he provides comes out. Liaison services who understand the workings of the Act point out to us that the final control over the information they provide may not be in the hands of the CIA, but perhaps in the hands of an unknown judge. Even Americans



There are other problems created by FOIA. Most of our information is properly secret. Therefore, the results of an extraction of data often produce information out of context, misleading, and small in comparison to the actual quantity reviewed. Bits and pieces of information can also fit into a larger mosaic, giving hostile counterintelligence services just the information they need. In addition, the possibilities of human error and faulty judgment are ever present. Most importantly, FOIA requests break down the CIA's system of compartmented records.

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5X1 Under an FOIA request, all relevant records and files are drawn together and remain together through the request, appeal, and litigation process. This is inconsistent with good security practice. ☐

X1 You are more aware than I of the large administrative burden created by FOIA; e.g., divergent record systems, requests from foreigners—perhaps from hostile intelligence services, authors who use us to do their research, and Philip Agee, an admitted adversary dedicated to exposing our employees serving overseas. He has already cost four man-years on FOIA requests. ☐

X1 The Agency is not seeking a total exemption from FOIA. Rather, we are seeking limited relief which would protect our most sensitive files. We have found a large number of Congressmen and Senators sympathetic to this approach. ☐

We are also working closely with a task force established by the Department of Justice to review FOIA and its application in a number of agencies. We believe that the task force will be helpful in our efforts to reshape the law. ☐

25X1 The concepts involved are fairly simple. If we are to have an intelligence organization, then we have to guarantee that it will be able to protect its information. We all accept the need for accountability, but we believe this accountability process can be handled through the Congress and not through 4,000 FOIA requesters. A better balance must be found between making unclassified information available to the general public and protecting that which is essential to protect. The pendulum has gone too far in the direction of exposure. Improvements will not come overnight, but attitudes are changing, and I am optimistic that our efforts will bear fruit. ☐

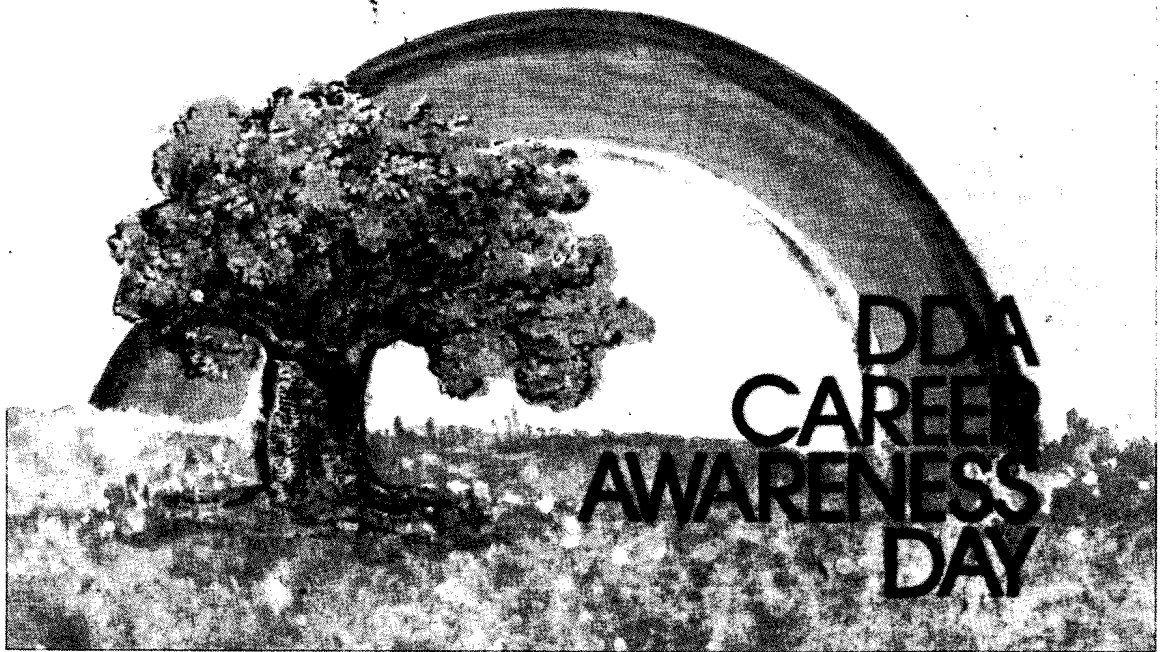
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the directorate



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DDA CAREER AWARENESS DAY ☐

☐ OTR

Sponsored by the DDA Federal Women's Working Group, 6 June was designated as DDA Career Awareness Day. Preceding the formal program in the Headquarters Auditorium, at which both the DDCI and the DDA spoke, the participants were provided a look at the career opportunities in the DDA. Exhibits were displayed by all offices in the Directorate, and questions were answered by representatives who are Career Management Officers and Personnel Officers, and by other personnel from the offices. ☐

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☐ Chairman of the DDA Federal women's Working Group, opens the program. (U)

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innovation

ELECTRONICS AIDS THE DEAF ☐

☐ ODP

How do you make a telephone call if you are deaf? ☐

Thanks to modern electronics, it's a simple process. Several components in DDA, including the ODP, have MCM Communication System devices which deaf employees use to tap into the deaf telephone network. These devices permit deaf employees to "converse" through a variety of telecommunications devices throughout the United States and Canada. A deaf person picks up a phone, dials a number, and places the telephone handset into a cradle on the MCM (manual communication module). When a connection is made, the caller types his message on the MCM keyboard. This message is converted by the MCM into a code which is transmitted via the normal telephone network. A receiver's terminal receives the code and displays it on the terminal, somewhat like the marquee in Times Square. ☐



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During the big snowstorm of 1979, I didn't know whether or not I had to report to work. (Radio broadcasts don't help a deaf person.) So I called OS by using the MCM in my home. I got the answer "Negative, work has been cancelled." The Security Duty Office on ext. ☐ also has an MCM and can tell by a tone on the line that an MCM is calling in. It saved me a lot of trouble. ☐

devices, including the computer terminal I used to draft and coordinate this article, have made the world a much friendlier place for the deaf and allowed us to make significant contributions to our society. ☐

25X1

The use of telecommunications devices has grown vastly in the last several years. More and more federal and state agencies, public services, social services, emergency services, etc., have installed such devices, and deaf people can contact these agencies and services without any hesitation. The International Directory of the Deaf as well as local directories for the deaf are available for telecommunications users. There are approximately 25,000 members over the United States and Canada. There are currently several special devices, in addition to the MCM, for deaf people. These include a baby crying signal, a fire-smoke detector with light alarm, and a clock with light alarm. All of these

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NEW RECRUITMENT CENTERS ☐

☐ OP

reduced. Contact on a timely basis is critical in recruitment, particularly when dealing with applicants in hard-to-get categories. For reasons of economy, a Headquarters-based regional recruiter may wait until sufficient inquiries have been received from an area to justify a trip. If located in the region, however, his or her response can be rapid. ☐

Our experiences over the years have shown that a recruiter is better able to function when located within the recruitment territory than when operating from Headquarters. For instance, there is more opportunity and more time to develop productive contacts with faculty and placement officials at universities and with military, industrial, and other non-academic sources. Also, the recruiter/applicant time frame is significantly

☐ After reviewing several other possibilities, ☐ was selected as the preferred midwest city in which to establish an additional office. Like ☐ it is a transportation and industrial center and ideally located. ☐

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25X1 PERFIT ☐

☐ OP

The automated PERFIT (Fitness Report Call-Up and Control) System was activated on 1 October 1978, to coincide with the effective date of the new Uniform Promotion System. PERFIT is different from previous computer systems for tracking Fitness Reports in the following ways:

- PERFIT identifies *all* staff and contract personnel due a Fitness Report each month for a given reporting period, in terms of schedule and grade.
- The System displays the actual reporting period (from- to-) that the Fitness Report should cover. PERFIT automatically adjusts the reporting period to account for special or reassignment reports received during the annual reporting period.
- The System prevents the call-up of personnel who have received a Fitness Report during the past 90 days, who are currently on LWOP or on extended sick leave, or who are excluded from call-up for other reasons.
- PERFIT tracks delinquency for 3 years and lists delinquent reporting periods on the current call-up list until the delinquency is satisfied. It is possible, therefore, for an employee to be listed two or more times on the same listing (i.e., current call-up plus past delinquencies). If an employee is reassigned, the annual call-up delinquencies will continue to be displayed on the losing components monthly call-up listings.
- The new System monitors trial period personnel closely and lists trial period employees on the monthly call-up listings in conformance with the 12-, 21-, and 33-month reporting requirements. The System takes into account adjustments posted to the ETP (end of trial

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period) date when previous Agency service is credited toward the trial period and shows this adjustment on call-up listings.

- If an annual reporting period is adjusted by the rating officer, any unaccounted for period greater than 90 days will cause a delinquency to be generated for that employee and displayed on the next call-up listing until it is satisfied or adjudicated. Unaccounted for periods of 90 days or less will be dropped from the system.
- PERFIT does not attempt to track the need for a reassignment Fitness Report directly. The fact that the System automatically adjusts reporting periods, however, will show the need for a reassignment report, in many instances, through an automatically generated delinquency period.
- PERFIT is a realtime system which permits immediate query information on the last Fitness Report as well as cur-

rent call-up data. The record is addressable only by authorized personnel. ☐

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The PERFIT System is designed to *pre-print* the identification and status information in Section I of the Fitness Report form for all employees called up on the monthly listings. This procedure will be activated when the new Performance Appraisal Report System is put into effect. When the procedure is used, the rating component will be required to leave the preprinted status information untouched except for possible adjustments to the reporting period. The preprinted status information will represent the status of employees at the time of call-up. ☐

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As a modern computer record, PERFIT provides us with the capability for statistical analysis of employee evaluation, enabling management to better understand employee performance appraisal trends in the various directorates, occupational specialties, grade levels, and other selected populations. To date, the PERFIT System is meeting our expectations. ☐

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about dda

INDEX

The Fine Arts Commission.....	42
Nuclear Weapons Orientation Advanced Course	47
Stress Testing for Coronary Artery Disease	50
Help Wanted	54

THE FINE ARTS COMMISSION ☐

☐ OL

The Fine Arts Commission is the focal point on esthetic matters relating to Agency-occupied buildings and grounds. It is directly responsible to the DDA for creation and maintenance of the standards of design which have made the Headquarters Building and campus one of the most attractive and interesting of all federal establishments. ☐

The Commission was established in 1961 shortly after the Agency moved into its newly opened Headquarters Building. Senior management wanted to ensure that interior and exterior design decisions would be made in a logical and consistent manner and that standards for design and interior decoration would be developed. ☐

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At first the Commission devoted all of its time to solving the problems of the public areas. Foremost was the fact that the entire interior of the building was painted a grey color usually reserved for the sides of battle-ships. The Commission sought assistance from a professional interior design firm. The jointly recommended plan included white walls and the standard color doors, which became the basis for the interior design plan as it exists today. The plan has subsequently been expanded to include color accent walls in conference areas and in the stairwells. ☐

As the walls changed from grey to white, a need arose for wall hangings. Working closely with the Logistics Services Division of OL, the Commission bought and mounted a variety of wall decorations including: London Transport Posters, Art Exhibition Posters,

Tunnel—supergraphic painting selected from 40 entries in Tunnel Design Competition . . . painting by volunteer employees. ☐

Potomac River Photographs, art reproductions, and color fabrics. ☐

Once the problem of the public areas had been addressed, the Commission turned its attention to the offices and the employees. A network of Environmental Committees was organized to enable the Commission to reach more people. Wall hangings were more widely distributed. A part-time design consultant was hired by OL to work with the Commission and to provide advice and guidance wherever it was needed. ☐

Today the Commission continues to seek ways to improve public and private areas. It meets monthly to address an agenda of items which ranges from the state of grounds around the Headquarters Building to an improved system of signage. The Commission is always looking for suggestions and new ideas and may be contacted through its Chairman ☐ 4E32 HQS. ☐

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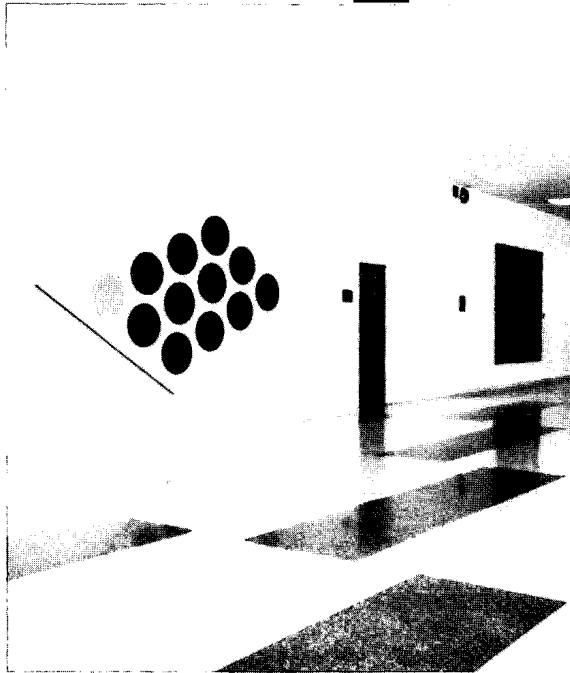
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Main Corridor—paintings loaned from the
Vincent Melzac Collection. ☐



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NUCLEAR WEAPONS ORIENTATION
ADVANCED COURSE ☐

☐ OTR

The Interservice Nuclear Weapons School, under the aegis of the Air Training Command, and located at Kirtland Air Force Base, New Mexico, conducts six courses on a regular basis, with the Nuclear Weapons Orientation Advanced (NWOA) leading the pack in requirements. For over 15 years, the CIA has been a regular customer for this training, with an Air Force allocation to the Agency, via OTR, of approximately 80 spaces each fiscal year. NWOA is a five-day course, carries no tuition charge, and using offices fund approximately \$450 in travel and per diem per student. ☐

In 1976, OTR's Training Support Division asked its contacts at the Air Training Command and the Interservice Nuclear Weapons School if the School's Mobile Training Team would consider conducting a running "on site" of the regular NWOA for Agency per-

sonnel. The result was the first such course, conducted in the Headquarters Auditorium in December 1976, with 102 Agency students and five from the Defense Intelligence Agency (DIA). ☐

Again in January 1978, the Team conducted another such course for OTR, this time in the C of C Building, with 41 Agency and five DIA students in attendance. Learning in January 1979 that the Mobile Training Team would be conducting courses for the National Security Agency and the Federal Preparedness Agency, OTR again requested the Team to include CIA on its itinerary. The result was an abbreviated two-day NWOA conducted in C of C 26-27 April 1979. Fifty-four Agency students attended, with representatives from NFAC, DDS&T, DDA, and DDO, one from NITC, and five from DIA. Coverage included:

- Nuclear Weapons Community, Principles and Materials;
- Arming, Fuzing and Firing;
- Stockpiled Weapons and History of U.S. Stockpile;

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New Developments and Future Nuclear
Weapons Concepts;
Blast and Thermal Effects;
Initial and Residual Nuclear Radiation;
Worldwide Fallout;
Nuclear Weapons Phenomena;
Nuclear Weapons Testing;
Command and Control of Nuclear
Weapons;
Tactical Nuclear Weapons Employment;
and
Antisubmarine Warfare Concepts. ☐

Total savings to the Agency in travel and
per diem costs by arrangement of these on-
site courses have been approximated at
\$60,000. ☐

At the opening of the recent course, OTR
was pleased to present the CIA Seal to the
Interservice Mobile Training Team. ☐



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STRESS TESTING FOR CORONARY
ARTERY DISEASE ☐

☐ M.D., OMS

Although not conclusive, the evidence is strong that exercise reduces the risk of coronary artery disease. More Americans are becoming aware of this association and are participating actively in exercise programs such as jogging, swimming, and tennis. These individuals tend to be healthier, and they also alter favorably other risk factors such as obesity and high cholesterol. The need for a simple reproducible test to assess the presence of coronary artery disease is obvious. Such a test should also have a high diagnostic sensitivity and specificity and be useful in rehabilitation programs. The stress test meets these requisites. ☐

Stress testing by treadmill exercising is a non-invasive technique for detecting coronary artery disease. Changes in the electrocardiogram during an episode of heart pain (angina) were fortuitously discovered by

Bousfield in 1918. Approximately 10 years later, Feil and Segal exercised patients with known angina, producing the changes in the electrocardiogram which we now recognize as indicative of underlying coronary artery disease. The evolution of electrocardiographic interpretation and of exercise testing has been extensive over the past 50 years, and stress testing has emerged as the most practical non-invasive means of detecting obstructive disease of the coronary arteries.

☐

When the coronary arteries are blocked by arteriosclerotic plaques, blood flow to the heart muscle (myocardium) is diminished, and the myocardium receives an inadequate supply of oxygen. During exercise, this deficiency of myocardial oxygen is exaggerated, resulting in a marked disparity between the demand or need for oxygen and its supply. If obstructive disease of the coronary arteries is marked, oxygen supply to the myocardium will be so diminished that the individual will develop heart pain known as angina pectoris. If the obstruction is so severe that a

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segment of myocardium dies, the individual has had a heart attack or myocardial infarction. ☐

The objectives of stress testing are to evaluate the significance of chest pain as a possible manifestation of coronary artery disease, to reevaluate patients who have already had a myocardial infarction, and to detect underlying coronary artery disease in asymptomatic individuals. There are several programs or protocols currently in use; the goal of all the programs is to exercise the patient until he reaches maximum predetermined heart rate depending on his age. During the entire program, the heart rate, blood pressure, and electrocardiogram are continuously monitored. At specific intervals, a paper read-out of the electrocardiogram is obtained for postexercise interpretation. If a significant electrocardiographic abnormality occurs during the testing or if the patient develops angina, the test is terminated. ☐

A positive stress test is presumptive evidence of underlying coronary artery disease

and necessitates further definitive evaluation. In other words, the electrical abnormality seen on the electrocardiogram has to be corroborated by studies which will demonstrate anatomical obstruction of the coronary arteries. By injecting an opaque dye into the coronary arteries, the patency of the arteries can be determined and any degree of obstruction can be ascertained. If strict criteria of interpretation are adhered to by the electrocardiographer, the correlation between a positive stress test and demonstrable coronary artery disease is good. Unfortunately, as with other diagnostic tests, there are false positive and false negative tests. These false tests, however, in any large series constitute only 5 percent or less of the test population. ☐

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Coronary artery disease has reached epidemic proportions in this country, causing at least 600,000 deaths per year. It is the primary cause of death and probably will remain so until Americans decide to change their lifestyle. As a diagnostic tool, the stress test is the cornerstone of non-invasive tech-

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niques for determining the presence of obstructive coronary artery disease. When used in conjunction with other diagnostic modalities, it becomes a valuable tool for diagnosis, prognosis, and patient management. ☐

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HELP WANTED ☐

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ISS-DDA

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July 1979

Four years later and the moratorium on the destruction of CIA records has been lifted! ☐

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Personnel from many Agency components have reviewed their retired records holdings and identified those which might be destroyed either because they are duplicates or the United States Archivist approved Records Control Schedules permit it. (During reviews, all records are checked to see if they relate to ongoing litigation or investigations in which the Agency is involved. These records are not being destroyed.) ☐

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planning

LONG-RANGE PLANNING— THE OC EXPERIENCE ☐

☐ OC (C)

Strategic or long-range planning as it is perceived to influence an organization is a relatively new managerial tool. Strategic planning is considered to be the process of establishing the basic goals of an organization and formulating the programmatic and implementation strategy to achieve these goals. ☐

The roots of long-range planning lie in the organizational realization that requirements are growing at an accelerated rate while resources to meet these requirements are diminishing. Consequently, a premium is placed on decisions that have long-range implications. Strategic management, the perception that long-range goals will contribute to the management process by identifying an office's progression track, reduces inefficiency attributable to short-term perturbations or activities that do not correlate well with the organization's goals. ☐

Environmental changes and the rate of environmental change have also directly influenced organizations to evaluate the advantages and disadvantages of strategic planning. In a period of significant change, long-range planning, in theory, permits an office to make decisions based on the totality of the circumstances as perceived or as they influence the particular office. ☐ 25X1

OC, in the 1976/77 time frame, found itself in the position of trying to meet increasing demands for information handling services with diminishing resources. Personnel and programmatic cuts reduced network modernization and expansion efforts to very modest levels and contributed to the recognition that to do more with less called for some very tough and forward-looking decisions. Efficiency, effectiveness, and continued financial prudence assumed new importance within the Office. Strategic planning appeared to be one of the management tools available to the D/CO and resulted in the decision to form a planning staff in January 1977. ☐ 25X1

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The pitfalls of strategic planning are many. Intransigent managerial attitudes, lack of managerial commitment to the process, inability to accurately forecast new requirements and environmental rates of change plus the difficulty to recognize and read the indicators of change are a few of the items that contribute to the long-range planning credibility gap. ☐

"Convince me," "show me the benefits" are difficult comments for the strategic planner to respond to as a minimum of 3-4 years is required before any return on the planning investment can be identified. The requirements solicitation and programmatic activities within the Agency compound the problem and are responsible for the evaluation delta associated with long-range planning. The Office concluded that since the initial evaluation for its fledgling effort is still several years off, great care must be taken to keep the planning process dynamic and flexible and not to prematurely judge the "results." Recognition that long-range planning should be evolutionary and not revolu-

tionary in nature has enabled OC to experiment with planning procedures, documentation, and timetables. ☐

Through the vehicles of an annual strategic planning symposium and strategic planning annex, we are attempting to promote growth and stimulate progressive and innovative thinking within the Office. Encouragement to approach the daily decisions (with their inherent risks) based on a pragmatic set of long-range goals also contributes to the effectiveness and efficiency of our management process.

- The planning symposium is held to evaluate the previous year's strategic plan, to identify environmental changes and trends that should be considered in the next plan, and to draft revisions and updates of the Office's goals.
- The annex is an adjunct to the plan that tabulates the substantive OC Divisions' intentions (subgoals), activities, and programs that contribute to the achievement

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of the Office's goals. The development and coordination of this document contribute to the overall understanding of and cooperation among the six Divisions of the Office.

- The amalgamation of the Divisions' annex contributions is performed by the Planning Staff and Division planning coordinators. The product of this activity is reviewed and approved by the D/CO and serves as the basis for our programs and activities over the CY 10-year time frame.

☐

The process of long-range planning does not end with the publication and promulgation of the plan itself. The mere maintenance of a Planning Staff, the publication of the annual plan, and the motions of planning for the sake of planning do not make a successful process. The bottom line of a strategic planning process is that it must influence the Office in a positive and constructive manner. To ensure this requires that once desirable strategic states for the Office are identified, a

system of monitoring the annual progression along the Office's track must be implemented. The establishment of this "feedback" process is the next step in our strategic planning process. Hopefully, in 3-4 years from now, a followup *Exchange* article will be able to document the success and to some degree quantify the effectiveness of our efforts. ☐

THINKING AHEAD ☐

☐ OF (C)

Ours is an information society based on the ties of telegraphy, telephone, and television. A new technology which will bring about what Dr. Daniel Bell of Harvard describes as a revolution in this society has been labeled "communications," the merging of computer and telecommunications technologies into "a single yet differentiated system that allows for the transmission of data

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the Station by the station minicomputer or microprocessor. Information would be automatically sorted, indexed for filing and retrieval, processed for specialized purposes such as extraction, tabulation and recording of financial information, logistical needs, etc., electronically retained at Station for station usage or, where appropriate, electrically transmitted to Headquarters for further processing, action, and/or incorporation into any one or more of the specialized Headquarters systems (COMET, GAS, SAFE, ICS, etc.). Information thus handled will be available to the Station to meet its operational and management needs as well as available to Headquarters to meet its particular needs. This scenario, or something far more imaginative, is feasible using currently developed technologies. The rate of introduction and diffusion will vary on the basis of cost and resource competition. To arrive at this point, several early steps are necessary.

- There should be an effort to clearly delineate between administrative services rendered at the field and adminis-

trative information handling performed at the field. Such a delineation would enable a characterization of "field administration" activities which are susceptible to communications technologies or those which are not. A sizable percentage of current field manpower resources have already been identified as devoted to administrative/support duties. However, no effort has been devoted to further identifying what portion of these total duties are merely information handling and which are not.

- After thus segregating administrative activities, there should next be an attempt to identify common language in which administrative and nonadministrative information is expressed, a language devoid of the technical characterizations or codings the several administrative subelements (Finance, Logistics, Personnel) currently employ in processing field administrative information. The adoption of a language which is common to the source of the

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information would enable such information to be immediately "captured" at and from its source without any intermediate processing or translation.

- A corollary to the establishment of a common language (or the elimination of specialized administrative languages), the methods and/or routines for "capturing" the information should be designed as simply as possible, enabling secretaries to employ the method on their word processing machines without any specialized training or knowledge.



With a common nontechnical language and a simple method of initial information collection, communications would then take over. Information would be entered via word processing equipment with software capabilities to meet operational reporting requirements, raw intelligence production needs, field and Headquarters administrative requirements. Appropriate information would

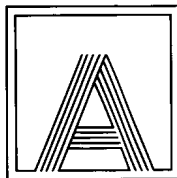
be automatically translated into any specialized language which when transmitted to Headquarters could be processed into currently existing automated files systems, such as the General Accounting System, the PER-SIGN system, etc. Field requirements for supplies, money, personnel data would all be processed via these data networks, automatically disseminated, filed and indexed and transmitted to Headquarters for continued automatic processing. Both field and Headquarters would access for search and recall information resident in the total network of information banks and retrieval systems. Teletext systems or facsimile systems could be turned to when hard copy documents are necessarily required to accomplish the activity. Finally, interactive on-line computers would give decentralized access to the total network, thereby breaking down the current barriers of time and space facing today's information. ☐

This and much more is possible with a little *Thinking Ahead.* ☐

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